





24.1.1 EMPLOYEE TURNOVER RATES

BENCHMARK			2015	2016	2017	2018	2018	2019	2020	2021
			ACTUAL	ACTUAL	ACTUAL	TARGET	ACTUAL	TARGET	TARGET	TARGET
	7.1%	All Employees	4.9%	5.2%	6.1%	5.3%	7.2%	4.9%	4.7%	4.4%
	4.3%	Public Safety	2.9%	2.5%	2.1%	2.1%	4.2%	2.2%	2.2%	1.8%
	6.0%	Non-Public Safety	6.4%	7.4%	9.0%	7.5%	9.4%	6.9%	6.5%	6.2%
	5.0%	IT/IS	1.8%	3.6%	5.5%	5.3%	5.3%	5.5%	5.4%	3.6%


Performance Measure Description

- The turnover rate is calculated by dividing the number of full-time employees who left the government during the reporting period by the total number of full-time employees.
- Part-time and seasonal employees are not included in turnover statistics.
- Retirements and deaths are not included in this turnover measure.

Factors Impacting Outcomes

- External factors such as workforce mobility and average workforce age can affect turnover rates.
- Strong local economic conditions may lead employees to switch jobs more readily.

24.1.2 SICK LEAVE HOURS USED PER 1,000 HOURS WORKED

BENCHMARK		2013	2014	2015	2016	2017	2018	2018	2019	2020	2021
		ACTUAL	ACTUAL	ACTUAL	ACTUAL	ACTUAL	TARGET	ACTUAL	TARGET	TARGET	TARGET
	31.2	27.3	28.5	28.8	29.0	30.0	29.3	32.3	28.8	28.7	28.6


Performance Measure Description

- Sick leave rate is determined by counting all sick leave hours used by employees that qualify for sick leave.

Factors Impacting Outcomes

- Variation may be attributed to differences in sick leave policies among jurisdictions. For example, some jurisdictions allow employees to use sick leave to care for family members who are ill, but others allow sick leave to be used only for personal illness.
- Factors that may influence sick leave use include options for an employee to receive payment for unused sick leave, the ability to accumulate sick leave, and other jurisdiction incentives designed to reduce sick leave use.

24.1.3 NUMBER OF EMPLOYEE GRIEVANCES AND APPEALS PER 100 ELIGIBLE EMPLOYEES

BENCHMARK		2013 ACTUAL	2014 ACTUAL	2015 ACTUAL	2016 ACTUAL	2017 ACTUAL	2018 TARGET	2018 ACTUAL	2019 TARGET	2020 TARGET	2021 TARGET
	1.01	0.88	1.45	0.96	0.29	0.82	0.67	0.86	0.71	0.74	0.77


Performance Measure Description

- City employees below Division Manager level have the right to grieve personnel actions taken by their department.
- Grievance procedures are defined by bargaining unit memoranda of agreement and City policy.

Factors Impacting Outcomes

- Some variation may be attributed to differences in each jurisdiction's definition of grievance and appeal.
- A jurisdiction's policies and methods for filing and processing grievances and appeals may also influence the number submitted.
- There were 24 grievances filed in 2018.

24.1.4 PERCENTAGE OF GRIEVANCES THAT PROCEED TO A FORMAL HEARING

BENCHMARK		2013 ACTUAL	2014 ACTUAL	2015 ACTUAL	2016 ACTUAL	2017 ACTUAL	2018 TARGET	2018 ACTUAL	2019 TARGET	2020 TARGET	2021 TARGET
	21.1%	17.9%	12.5%	17.2%	0.0%	4.8%	2.4%	4.0%	2.4%	1.2%	1.2%


Performance Measure Description

- Percentage of employee grievances that are taken to a formal grievance board hearing.

Factors Impacting Outcomes

- Methods for filing and processing grievances and appeals may influence the numbers submitted for a hearing.
- The percentage of grievances resolved before the grieved issue passes from management control is not always reflective of a jurisdiction's ability to successfully avoid filed grievances.

24.1.5 PERCENTAGE OF EMPLOYEE PERFORMANCE REVIEWS COMPLETED ON SCHEDULE

BENCHMARK		2014 ACTUAL	2015 ACTUAL	2016 ACTUAL	2017 ACTUAL	2018 TARGET	2018 ACTUAL	2019 TARGET	2020 TARGET	2021 TARGET
	57%	74%	37%	71%	33%	50%	60%	60%	55%	70%



Performance Measure Description

- City employees receive annual performance reviews, which must be completed by supervisors.
- Exempt reviews are due at the same time; non-exempt reviews coincide with anniversary dates.

Factors Impacting Outcomes

- A measure that tells the organization how many employees are adversely affected by untimely submittal of their performance appraisals or a percentage of employees that are delayed for disciplinary reasons.
- Provides transparency if a policy revision or appraisal process needs to be modified to fit operational needs.

24.1.6 WORKING DAYS TO RECLASSIFY AN OCCUPIED POSITION

BENCHMARK			2014 ACTUAL	2015 ACTUAL	2016 ACTUAL	2017 ACTUAL	2018 TARGET	2018 ACTUAL	2019 TARGET	2020 TARGET	2021 TARGET
	18.3	HR Recommendation	16.0	NA	52.2	49.0	40.0	35.0	36.3	35.0	30.0
	23.3	Final Decision	21.0	NA	59.7	51.0	42.0	37.0	39.5	38.3	35.0


Performance Measure Description

- The number of working days between the approval of the request to study a position classification and the recommendation to the City Manager.
- Tasks involved in position reclassification include completion of questionnaires by the affected employees, interviews with employees and their supervisors, comparison of the position to similar positions within the City, decision band analysis, and developing the recommendation documents.
- This was an ICMA-CPM measure prior to 2012.

Factors Impacting Outcomes

- The time frame to complete a reclassification may be influenced by its internal policies, bargaining agreements, and the complexity of an individual reclassification.
- Policy revisions for reclassifications are forecasted to provide clarity for appropriate business justification and organizational impact.

24.1.7 WORKING DAYS FOR HUMAN RESOURCES REVIEW OF APPLICATIONS AND SELECTION PROCESS

BENCHMARK		2013 ACTUAL	2014 ACTUAL	2015 ACTUAL	2016 ACTUAL	2017 ACTUAL	2018 TARGET	2018 ACTUAL	2019 TARGET	2020 TARGET	2021 TARGET
	3.0	1.8	1.7	1.1	1.1	2.0	2.0	1.0	1.0	1.0	1.0

Performance Measure Description

- The number of working days that HR staff needs to review all applications for a job opening and determine which are qualified according to the job description plus the number of days needed to review the documents from a completed selection process and make a job offer.

Factors Impacting Outcomes

- The time needed for HR review may be influenced by a variety of factors such as the number of applications received for a particular vacancy, the detail of the job description and resumes, the number of applicants interviewed, and the scoring factors used by the hiring department.
- Implementation of progressive steps in the application process reduces the amount of time required by HR to review applications. Minimum qualifications and subject matter experts (SMEs) are included in the exam plans.